

## Vision/Mission

*“Westlake Academy is a nurturing, community-owned International Baccalaureate charter school whose mission is to achieve academic excellence and to develop life-long learners who become responsible global citizens.”*

## Values (Guiding Principles)

Academic  
Success  
through IB  
Curriculum

Student and  
family  
oriented  
environment

Being a  
municipally  
owned and  
operated  
charter school

Engaged  
students with  
international  
awareness

Community  
involvement  
and support

Diverse  
learning  
experience

## Desired Outcomes

High  
Student  
Achievement

Strong Parent  
&  
Community  
Connections

Financial  
Stewardship  
and  
Sustainability

Student  
Engagement

Effective  
Educators  
and Staff

**High Student Achievement** - Develop inquiring, knowledgeable, caring and disciplined young people who use their unique talents to create a better and more peaceful world through intercultural understanding and respect

### Specific Outcome:

#### 1.0 Students will be well prepared to matriculate and succeed in college - *Short-Range and On-going Goals*

**Team Leader(s): Mark Garcia/Jamie Schmitz – Heads of Section**

1.1 100 % of students are passing classroom exams  
Estimated Completion Date: On-going Goal

1.1.1 Continued integration of IB curricula into all daily educational programs

1.2 60 % of students qualify for National Honors Society  
Estimated Completion Date: On-going Goal

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- 1.2.1 Establish formal program to increase student awareness of the qualification requirements and benefits of NHS
- 1.3 Graduate 100% of our students  
Estimated Completion Date: On-going Goal
  - 1.3.1 Continued integration of IB curricula into all daily educational programs
- 1.4 100% College enrollment for all graduates  
Estimated Completion Date: On-going Goal
- 1.5 Students will perform at a level that exceeds the state average on college entrance exams (ACT, SAT)  
Estimated Completion Date: On-going Goal
  - 1.5.1 Provide onsite testing to increase student access to exams; Research our ability to provide a preparatory SAT, ACT program within Westlake Academy
- 1.6 Review the use and interpretation of college skills readiness exams, which are necessary to gauge the student's ability to perform at the college level  
Estimated Completion Date: Fall, 2010
  - 1.6.1 Research the capacity and applicability of alternative programs, such as the College and Work Readiness Assessment (CWRA), for administration during freshman and senior years, to determine the college skills levels for the MYP and DP students
  - 1.6.2 Explore the use of the Program for International Student Assessment (PISA), Progress in International Reading Literacy Study (PIRLS), Trends in International Mathematics and Science Study (TIMSS), iCritical Thinking Certification, etc. as evaluation tools of student progress
- 1.7 Prepare students to use cutting edge technology flexibly and effectively  
Estimated Completion Date: On-going Goal
  - 1.7.1 Research the availability/partnership of a technical sponsor
  - 1.7.2 Effectively integrate technology into the PYP program
- 1.8 Develop time management and research skills study units to further prepare the students to succeed in college level courses  
Estimated Completion Date: Fall, 2010
- 2.0 Graduate the maximum number of students with an IB Diploma on an annual basis – *On-going Goal***  
**Team Leader(s): DP Coordinator**
  - 2.1 80% of graduates achieve the IB Diploma by 2015

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- 2.1.1 Students will achieve at a level that exceeds the national average relative to other IB schools

### 3.0 Students will excel on the TAKS test - *On-going Goal*

Team Leader(s): Mark Garcia/Jamie Schmitz – Heads of Section

- 3.1 All students will pass the TAKS exams  
Estimated Completion Date: On-going Goal
- 3.1.1 Develop parameters for TAKS preparation which aligns with the IB programs
- 3.2 Exceed the number of commended students relative to internal and external assessments  
Estimated Completion Date: On-going Goal
- 3.2.1 Benchmark the students commended level relative to Northwest ISD, Carroll ISD, and Keller ISD
- 3.2.2 Establish regular and uniform progress reports as it relates to individual students on a year to year and by grade level basis
- 3.3 Maintain the highest Texas Education Agency rating allowable for public schools  
Estimated Completion Date: On-going Goal

### 4.0 IB Learner Profile will be integrated throughout the entire spectrum of the Westlake Academy curricula and culture – *On-going Goal*

Team Leader(s): PYP, MYP, and DP Coordinators

- 4.1 Students will view learning as a life-long process and possess the following competencies:  
Estimated Completion Date: On-going Goal
- The ability to think critically, creatively, and solve problems
  - The ability to collaborate effectively, and lead by influence
  - The ability to think flexibly, deal effectively with change, and use a variety of tools to solve problems
  - The ability to adapt to new and unfamiliar surroundings, take initiative, and trust themselves to be creative
  - The ability to communicate effectively and cogently (oral and written form)
  - The ability to access and analyze information
  - The ability to ask focused, purposeful questions

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4.2 Students will act as arbitrators to settle disputes

Estimated Completion Date: Spring, 2011

4.2.1 Research the availability and integration of formal arbitration training to allow students the opportunity to problem solving strategies and dispute resolution skills

4.3 Students will demonstrate the following facets of international-mindedness:

Estimated Completion Date: On-going Goal

- Knowledge and understanding beyond one's own nationality
- Awareness and understanding of the interdependence among people
- Awareness and understanding of the independence of people and countries
- Awareness and understanding of the similarities and differences among people

4.3.1 Students will be provided with a fair and balanced view of issues and events

4.3.2 Curriculum will be presented in a holistic manner, so that both the cognitive and affective domains of learning are stimulated

4.3.3 Promote broad student participation in residential trips

4.4 Explore programs and partnership opportunities to foster international mindedness through the use of cultural/foreign exchange programs, Forgotten Diamonds, sister cities, etc.

Estimated Completion Date: Fall, 2011

**5.0 Westlake Academy's IB curricula and assessment methods are a product of continuous review – *On-going Goal***

**Team Leader(s): Ben Nibarger, Administrative Services Coordinator; PYP, MYP and DP Coordinators**

5.1 Westlake Academy in top performing 5% of the following:

Estimated Completion Date: Fall, 2010

- a. Texas Charter schools
- b. Texas public schools
- c. Benchmark schools

5.1.1 Use TAKS and additional criteria, such as, SAT, PSAT, Stanford testing, etc. to determine comparable exam scores, applicable data sets and proper comparisons to benchmark our outcomes against other schools

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- 5.1.2 Review the use of the 'building evidence' component of the IB to assist the Staff in identifying the appropriate measures and methods to accurately compare our IB success with other schools
- 5.2 Develop methods to review the curriculum and create alignment with TEKS and between the PYP, MYP and DP programs  
Estimated Completion Date: Fall, 2010
- 5.2.1 Identify subject or activity specific programs (Mathematics, Science, Athletics, Spanish, English, etc.) to be reviewed annually, each spring and fall, for continuous improvement and internal evaluations
- 5.2.2 Create task force to make recommendations on curriculum expansion and/or improvements to current course offerings (examples: additional foreign language, choir, media arts program, etc.)
- 6.0 Create a list of benchmark schools for educational comparison and explore the formation of a consortium group to foster professional collaboration and methods review - *Short-Range Goal***  
**Team Leader(s): Ben Nibarger, Administrative Services Coordinator**
- 7.0 Work with Council, stakeholders, teachers, and staff to foster a discussion and generate a definition of "What makes an excellent school?" – *Short- Range Goal***  
**Team Leader(s): Tom Brymer, CEO; Jamie Schmitz and Mark Garcia, Heads of Section**
- 8.0 Students will possess a professional working proficiency in a second language – *Short/Mid-Range and On-going Goals***  
**Team Leader(s): Aurora Morales, Spanish Teacher**
- 8.1 Develop a formalized process to gauge the proficiency levels and gather a teacher based assessment for each student at the beginning of each school year – (PYP, MYP and DP)  
Estimated Completion Date: Summer, 2010
- 8.2 Students matriculating in grades 6 and 10 meet identified grade level standards for second language proficiency  
Estimated Completion Date: Spring, 2011
- 8.3 Graduates will demonstrate the following:  
Estimated Completion Date: On-going Goal
- Know how to communicate effectively in a number of situations and within the culture where the language is spoke
  - Communicate clearly and effectively in a range of situations; understand and accurately use oral and written forms of the language

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- Express ideas with clarity and fluency while understanding the vocabulary and common usage
- Possess the ability to understand and respond appropriately to the written and spoken material of average difficulty

8.4 Explore the feasibility of a full-time Spanish teacher for the primary grades  
Estimated Completion Date: Spring, 2012

**9.0 Parents will be encouraged to participate in the educational process to support students in their studies – *Short/Mid-Range and On-going Goal***  
**Team Leader(s): PYP, MYP, and DP Coordinators**

9.1 Develop methods to achieve 100% attendance rate for new parents at parent/teacher meetings  
Estimated Completion Date: Summer, 2011

9.2 Create an educational development process for parents to simulate the student's IB learning environment and increase the understanding of the curricula  
Estimated Completion Date: Spring, 2012

9.3 Provide parents with information from the IB action kits to further communications, explain curriculum and answer related questions  
Estimated Completion Date: Summer, 2010

9.4 Draft parent commitment agreement, which will explain the homework requirements, IB philosophy and learner profile, along with information relative to each program that will augment the parents understanding of IB and identify the comprehensive structure of the Westlake Academy learning environment  
Estimated Completion Date: Summer, 2010

9.4.1 Provide parenting resources, strategies and weekly focus emails from Staff

9.5 Conduct mandatory new parent meetings to review the parent commitment agreement, and other items specific to Westlake Academy to thoroughly identify the topics and focus items necessary for their children to succeed in the school  
Estimated Completion Date: On-going

9.5.1 Open meetings to interested parents on the waiting list

9.6 Develop transitional meetings for those students and parents completing one program and moving into another (PYP to MYP/MYP to DP)  
Estimated Completion Date: Summer, 2011

9.7 Identify and provide volunteer opportunities to involve parents/grandparents in the educational process  
Estimated Completion Date: On-going

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- 9.7.1 Streamline the volunteer application process to reduce the clearance time; research the use of an online application form
- 9.7.2 Develop process to track the number of volunteer hours and benchmark with other schools and utilize the data in relative grant opportunities
- 9.7.3 Examine the feasibility of implementing a full-time volunteer coordinator position
- 9.8 Create content mechanism for quick parent access to their child's academic progress in all subjects  
Estimated Completion Date: Summer, 2010
  - 9.8.1 Establish standard procedures, timelines and content for all faculty for placement of student grades, assignments, course syllabi, etc. for constant parent engagement of child's academic progress on a real time basis

### **10.0 Consistently review the Staff to student ratio to determine reasonable levels of the number of students per class – *On-going Goal***

**Team Leader(s): Ben Nibarger, Administrative Services Coordinator**

- 10.1 Heads of Section to perform analysis on an annual basis, during the budget process, and report the information to the CEO  
Estimated Completion Date: On-going Goal

**Strong Parent & Community Connections** – To involve all stakeholders in building a better Westlake Academy community

### **Specific Outcomes:**

#### **1.0 Westlake Academy will work in tandem with the Town to foster community ties – *Mid-Range and On-going Goals***

**Team Leader(s): Ben Nibarger, Administrative Services Coordinator**

- 1.1 Distribute the Black Cow newspaper to all households in the Westlake Academy community and Westlake residents  
Estimated Completion Date: On-going Goal
  - 1.1.1 Open Black Cow subscription to parents on the waiting list

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- 1.2 Research the development of a newsletter to be distributed to businesses and other concerned parties in the community  
Estimated Completion Date: Spring, 2012
  - 1.2.1 Work with the Director of the Westlake Academy Foundation to determine the level of interest and appropriate subject matter of the newsletter
- 1.3 Investigate the development of a community education program (Spanish courses, partnerships with local colleges, recycling and composting classes, arts/ceramics)  
Estimated Completion Date: Spring, 2013
  - 1.3.1 Conduct interest survey to determine the types of courses according to community feedback
  - 1.3.2 Contact the local colleges and discuss partnerships for on-site credit courses as a satellite campus
- 1.4 Work with Town Staff to develop an internship program for DP students in the local business community  
Estimated Completion Date: Spring, 2010
  - 1.4.1 Include the use of job-shadowing on a week-by-week one time occurrence and/or long term opportunities

### **2.0 Maintain multiple avenues of communication between the school and Westlake Academy stakeholders and develop a communication plan which contains at a minimum:**

**Team Leader(s): Jamie Schmitz and Mark Garcia, Heads of Section; Ben Nibarger, Administrative Services Coordinator – *Short-Range and On-going Goals***

- 2.1 Conduct the parent survey on an annual basis to assist the Staff in their educational efforts; identify areas in need of improvement and promote feedback opportunities for the parents  
Estimated Completion Date: On-going Goal
- 2.2 Review the current web site and re-design as needed to increase flexibility and user-friendly aspects of navigation/information  
Estimated Completion Date: Spring, 2011
  - 2.2.1 Expand Parent survey questions to include additional feedback on web site configuration and usage trends
  - 2.2.2 Compare CMS platforms to streamline the updating procedures for the web site
- 2.3 Increase the use of technology and outreach measures to foster transparency and involve the Academy community  
Estimated Completion Date: On-going Goal

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- 2.3.1 Develop affiliate access to the web site to provide the House of Commons, Westlake Academy Athletic Club, Black Cow, etc. with the ability to link their home page to the school
- 2.3.2 Draft parameters for posting content to the web site to ensure consistent delivery of information to parents/students
- 2.3.3 Publish and maintain grade level web sites and the Academy web site
- 2.3.4 Research the implementation of online accessible grading systems to inform parents of student progress
- 2.3.5 Research the Town's sign ordinance to determine the feasibility of the construction of an informational sign to be placed on J. T. Ottinger Road in order to post events and announcements to the school community and Westlake residents
- 2.4 Develop and update a community events link through the web site  
Estimated Completion Date: Fall, 2010
  - 2.4.1 Add community events link to include major events such as Arbor Days, Monster Mash, Tree Lighting Ceremony, Decoration Day, etc.
- 2.5 Formalize procedures through the CEO's office to gather feedback from parents and students who withdraw from the Academy and use for continuous improvement  
Estimated Completion Date: Summer, 2011

### **3.0 Ensure a smooth transition of new students into Westlake Academy Team Leader(s): Mark Garcia/Jamie Schmitz – Heads of Section; PYP, MYP, and DP Coordinators, Primary & Secondary Counselors – *On-going Goals***

- 3.1 Develop peer mentors for new students and families  
Estimated Completion Date: Summer, 2011
  - 3.1.1 Encourage House of Commons to assist Staff in the development of the peer mentors for families
  - 3.1.2 Utilize the student ambassadors to assist new students with their transition in the Westlake Academy community
  - 3.1.3 Sponsor a mandatory orientation program for new students
  - 3.1.4 Establish annual introductory meetings with DP Coordinator and Secondary Counselor to answer questions and concerns of the student as it relates to the DP Program

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### 4.0 Continue to establish local business support to promote the Academy and community events Team Leader(s): Shelly Meyer, Foundation Director – *Mid-Range and On-going Goals*

- 4.1 Increase corporate community participation in events and activities  
Estimated Completion Date: Summer, 2012
  - 4.1.1 Host Westlake Academy night at fast food restaurants to promote fundraising (allow for a portion of sales to return to the school and/or wear spirit wear to receive discount); work with HOC, specific class grades to develop opportunities
  - 4.1.2 Host movie nights, etc. with corporate sponsors to build 'community' within the school and Town
  - 4.1.3 Corporate student events – work with business community to sponsor a 'teaching' event/night (i.e. Fidelity could speak on saving/investing at an early age, discussions regarding the types of students businesses would like to employ and/or utilize as interns)
  - 4.1.4 Discuss the posting of athletic jerseys, photos of athletes, sports statistics, etc. in local restaurants or businesses

### 5.0 Foster ties with organizations which will assist Westlake Academy in achieving their goals - such as, other schools and philanthropic groups (Hudson Foundation and Northwest ISD, etc.) – *Short-Range Goal*

**Financial Stewardship & Sustainability** – To ensure sufficient, well-managed resources to support and advance the mission of Westlake Academy

#### Specific Outcomes:

### 1.0 Westlake Academy will work with the Town staff to provide cost effective services to the students and stakeholders

Team Leader(s): Ben Nibarger, Administrative Services Coordinator - *On-going Goals*

- 1.1 Operate within budget allocation on an annual basis  
Estimated Completion Date: On-going Goal
  - 1.1.1 Provide quarterly reports to the Board of Trustees
  - 1.1.2 Staff will remit receipts and deposits to the Finance Department in a timely manner (at least once a week)
  - 1.1.3 Staff will handle monetary transactions in a manner consistent with the Town's approved financial practices policy

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1.2 All purchases will be negotiated and/or researched to ensure the lowest possible price for the Academy  
Estimated Completion Date: On-going Goal

1.2.1 Heads of Section and Administrative Coordinator will collaborate to identify the best/appropriate vendor for school related expenditures

**2.0 Westlake Academy Staff and students will work with the Town and community to maximize the efficient use of utilities and procurement of school resources – *Short-Range Goal***  
**Team Leader(s): Ben Nibarger, Administrative Services Coordinator; Troy Meyer, Facilities and Recreation Director; Jason Power, Technology Coordinator**

2.1 Reduce utility costs by 10% within 18-months and explore recycling opportunities  
Estimated Completion Date: Summer, 2011

2.1.1 Promote the conservation of electricity by turning off all lights when not in use, control the usage of water to non-peak hours and work with the Facilities Director to install rain control sensors for watering

2.1.2 Reduce the use of printers and copiers to lower costs; research the use of 'printing on demand' technology similar to systems used by colleges (possible electronic submission of assignments)

2.1.3 Provide recommendations on new technology to further reduce the need to print/copy items (Smart Boards, etc.)

2.1.4 Work with Public Works and Facilities Director to expand recycling opportunities on campus (computers, paper, etc.) and to involve community in those efforts

**3.0 Compensation packages for the educators and Staff will be regularly reviewed to remain competitive with surrounding school districts**  
**Team Leader(s): Todd Wood, Director of Administrative Services – *On-going Goal***

3.1 Goals will be set to maintain teacher compensation at a competitive level as compared with surrounding school districts  
Estimated Completion Date: On-going Goal

3.1.1 Human Resources Director to perform analysis on an annual basis and prepare a report for the CEO

**4.0 Staff will support and assist the Westlake Academy Foundation in fundraising and grant opportunities**  
**Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section – *Mid-Range and On-going Goals***

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- 4.1 Staff will participate in Gallery Night and other fundraising events  
Estimated Completion Date: On-going Goal
  - 4.1.1 Art teachers will serve in an advisory capacity to the Director of the Foundation to promote and recruit parents/students to submit art work for Gallery Night
- 4.2 Conduct annual joint goal setting meetings with the Foundation and Staff  
Estimated Completion Date: On-going Goal
- 4.3 Create Staff task force to work with the Foundation Director to pursue grant opportunities  
Estimated Completion Date: Spring, 2012
- 4.4 Work with the Foundation to develop expansion opportunities to increase the number of students who are provided access to the IB programs  
Estimated Completion Date: Spring, 2013
- 4.5 Begin the Implementation of an alumni program for the Academy  
Estimated Completion Date: Fall, 2011

### 5.0 Increase the growth of resources

**Team Leader(s): Tom Brymer, CEO; Mark Garcia/Jamie Schmitz, Heads of Section – *Short/Mid-Range and On-going Goal***

- 5.1 Strive to reach participation rate of 90% of parents in the Blacksmith Apprentice program to maximize parent participation and support the efforts of the Academy  
Estimated Completion Date: On-Going Goal
  - 5.1.1 Conduct informational sessions to explain the importance of the Blacksmith program and answer questions regarding the donations
  - 5.1.2 Staff to establish meetings with the Foundation to discuss and identify additional avenues to promote the Blacksmith Program at school events; discuss ways to increase the parents understanding of the linkage of their donations and the actual use in the classroom
  - 5.1.3 Work with the Foundation to prepare and distribute flyers and email notifications to kick-off the campaign drive and follow-up with parents to increase participation rates
- 5.2 Conduct study to determine the long-term financial stability of Westlake Academy  
Estimated Completion Date: Spring, 2010
  - 5.2.1 Heads of Section/WALT team to work in tandem with CEO to review the financial requirements and funding options for the school
  - 5.2.2 Research grant opportunities to augment revenue sources

- 5.3 Research additional and alternative program expansion opportunities to provide students on the waiting list with the ability to participate in the IB curriculum (on-line courses, satellite or campus expansion)  
Estimated Completion Date: Spring, 2013

**Student Engagement – Extracurricular activities** - To ensure that all athletics, community service and extra-curricular activities are held to the same standard of excellence as the curricula programs to promote well-balanced students

**Specific Outcomes:**

**1.0 Westlake Academy Staff will promote school-wide leadership, athletic, community service and extra-curricular opportunities for students**

**Team Leader(s): PYP, MYP, and DP Coordinators; Athletic Director – *Short-Term and On-going Goals***

- 1.1 Promote and develop ample community service opportunities to ensure that all students, K-12, complete the necessary service hours  
Estimated Completion Date: Fall, 2011
- 1.1.1 Establish online activities calendars, which allow for the coordination of extra-curricular, athletic, and community service activities
  - 1.1.2 Staff will continually review community service guidelines to prepare PYP and MYP students to meet the demands of the CAS requirements in the DP program
- 1.2 Maintain a 90% approval/satisfaction rating for the athletics sports programs  
Estimated Completion Date: On-going Goal
- 1.2.1 Include/expand wording in the Parents Survey to determine the parental approval rating of athletics programs
  - 1.2.2 Administer annual student survey to gauge approval rating and suggestions to the sports offered at the Academy
  - 1.2.3 Staff will support and collaborate with the Westlake Academy Athletics Booster Club
- 1.3 Maintain a 90% approval/satisfaction rating for the extra-curricular programs  
Estimated Completion Date: On-going Goal
- 1.3.1 Survey the participants and parents, on an annual basis, to determine approval rating and suggestions regarding extra-curricular opportunities
- 1.4 Provide diverse opportunities for non-athletic based extra-curricular programs  
Estimated Completion Date: Fall, 2011

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1.4.4 Identify and pursue Staff sponsors for science, debate, Odyssey of the Mind competition, etc.

1.5 Examine the current athletic conference and compare with alternative groups, such as the University Interscholastic League (UIL), Texas Association of Private and Parochial Schools (TAPPS), for alternative sports opportunities and a broader base of competition schools

**2.0 Prepare an annual student based survey (current and graduated) to cover topics relative to their experiences at Westlake Academy, satisfaction levels with athletics and extra-curricular programs, curriculum feedback, etc.**

**Team Leader(s): Ben Nibarger, Administrative Services Coordinator; Mark Garcia and Jamie Schmitz, Heads of Section – *On-Going Goal***

**3.0 Staff will promote and support the House system**

**Team Leader(s): House Coordinator – *Mid-Range Goal***

3.1 Work with the House coordinator to identify House leadership opportunities and establish regular participation in major events

Estimated Completion Date: Fall, 2012

3.2 School sponsored service activities to work through the House system to increase participation

Estimated Completion Date: Fall, 2012

**4.0 Westlake Academy will sponsor summer programs for educational advancement**

**Team Leader(s): MYP, DP Coordinator and Secondary Counselor – *Mid-Range Goal***

4.1 Finalize discussions as to the need and offering of summer school programs for Secondary classes

Estimated Completion Date: Summer, 2012

**5.0 Students will be recognized for achievements**

**Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section – *On-Going Goals***

5.1 Staff will recognize students within the Westlake Academy community

Estimated Completion Date: On-going Goals

5.1.1 Recognition to occur at commendation ceremony each semester; announcements at flag ceremony and where applicable, through signs posted around the school, in newsletters, and/or Black Cow, etc.

5.2 Students will receive recognition in local newspapers for educational, service and/or athletic achievements, etc.

Estimated Completion Date: On-going Goals

5.2.1 Athletic Director will notify publication entities of sports scores and outstanding student successes

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- 5.2.2 Staff will provide press releases to publications for notable accomplishments in academics or service related activities

**Effective Educators & Staff** - Recruit, develop and retain a core faculty and staff with the personal qualities, skills and expertise to work effectively with inquiry-based, student-centered curricula

### Specific Outcome:

#### 1.0 Educators and Staff will attend professional development training/opportunities

**Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section; PYP, MYP, and DP Coordinators – Short/Mid-Range and On-going Goals**

- 1.1 Develop an organizational culture and framework for professional development  
Estimated Completion Date: On-going Goals
- 1.1.1 Heads of Section to work with Staff to identify the type and frequency of training opportunities
  - 1.1.2 Maintain imbedded professional development within the IB for instructional and administrative Staff
  - 1.1.3 Conduct public speaking training, teamwork and leadership development for Staff
  - 1.1.4 Examine the feasibility of developing an in-house professional development coordinator position
- 1.2 Examine the implementation of a teacher focused professional development program such as the National Board for Professional Teaching Standards (NBPTS)  
Estimated Completion Date: Summer, 2010
- 1.2.1 Prepare a report for the Board of Trustees outlining the benefits and professional development advantages of the program
- 1.3 Secure funding for the leadership team to participate in the Change Leadership Group training, or similar programs, which focuses on educational leadership and mentoring of teachers  
Estimated Completion Date: Spring, 2011
- 1.4 Staff will provide reports on workshops and professional development meetings  
Estimated Completion Date: Spring, 2011
- 1.4.1 Develop a workshop summary form to describe experiences and record materials and contacts from workshops; Organize to provide reference for all teachers

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1.4.2 Implement effective teaching strategies acquired from attending professional development training sessions

1.4.3 Prepare presentations to the Board of Trustees, on an as needed basis, outlining the benefits and training received at professional development courses

1.5 Research the hosting of professional development courses with surrounding schools and local businesses

Estimated Completion Date: Summer, 2013

1.5.1 Contact schools to determine interest and opportunities for training

1.5.2 Prepare report and submit to Head(s) of Section/CEO/BOT by Fall of 2010

### **2.0 Staff will conduct on-site visits with IB officials for evaluation and required Charter renewals Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section – On-going Goals**

2.1 Staff will consistently review the Academy Charter and make recommendations to the Board as to necessary procedural changes and amendments

Estimated Completion Date: On-going Goals

2.2 Staff will work with administration to complete preparatory activities and official on-site visits for IB evaluation and Charter renewal applications

Estimated Completion Date: On-going Goals

### **3.0 Promote an environment and culture which fosters leadership and collaboration across K-12 faculty Team Leader(s): Jamie Schmitz and Mark Garcia, Heads of Section – *Short-Range and On-Going Goals***

3.1 Hold monthly whole staff/faculty meetings and 'as needed' section meetings to promote staff development

Estimated Completion Date: On-going Goal

3.2 Incorporate the strategic plan of Westlake Academy into staff meetings and into staff participation activities

Estimated Completion Date: Summer, 2010

3.3 Integrate the mission, vision and value statements of the Academy into documents and staff communications; post the information in various school locations

Estimated Completion Date: Fall, 2010

3.4 Conduct Westlake Academy Leadership Team meetings on a regular basis

Estimated Completion Date: On-going Goal

3.5 Implement the use of video sessions to provide feedback on meeting structure and avenues for improvement of leadership team and presenters of information to faculty

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Estimated Completion Date: Summer, 2011

### **4.0 Draft long-range facility master plan and integrate with the capital improvement plan (CIP) for the Town of Westlake**

**Team Leader(s): Tom Brymer, CEO; Troy Meyer, Facilities and Recreation Director – *Short-Range Goal***

4.1 Work with the Leadership Team to establish a viable facility planning and review process  
Estimated Completion Date: Spring, 2011

4.2 Draft facility master plan (FMP) scope with the Board and receive direction  
Estimated Completion Date: Fall, 2011

4.3 Integrate with the CIP for the Town  
Estimated Completion Date: Fall, 2011

### **5.0 WA will recruit, develop, and retain effective and highly qualified teachers, staff and management**

**Team Leader(s): Tom Brymer, CEO and Mark Garcia and Jamie Schmitz, Heads of Section – *Short-Range and On-going Goal***

5.1 Develop a specific profile and definition of the traits, abilities, skills, and competencies, which define an “effective, highly qualified and accomplished teacher, support staff (non-teaching) position, and Head of Section (principal) position”  
Estimated Completion Date: Fall, 2010

5.1.1 Incorporate the profile into the annual review process for Staff

5.2 Create teaching teams to support and review in-class presentations and teaching methods  
Estimated Completion Date: Spring, 2012

5.2.1 Video tape four (4) classroom sessions for each teacher, on an annual basis, to create a method for coaching Staff

5.3 Review the use of ‘Fund 100’ for teacher and staff development opportunities (teacher grants, professional development, legacy teachers)  
Estimated Completion Date: Spring, 2011

5.4 All teachers will receive IB training, as well as Staff and administrators becoming conversant in all state requirements  
Estimated Completion Date: On-going Goal

5.5 Perform exit interviews with all teachers/staff to determine reasons for leaving and possible improvements  
Estimated Completion Date: Fall, 2010

5.5.1 Closely monitor and track reasons for voluntary contract refusal

## **DRAFT Document #7 – December 22, 2009**

### **6.0 Develop a multi-year technology plan for the Academy**

**Team Leader(s): Todd Wood, Director of Administrative Services – *Mid-Range Goal***

### **7.0 Structure, systems, and protocols that address academic and administrative needs will be implemented and communicated to Staff**

**Team Leader(s): Ben Nibarger, Administrative Coordinator – *Mid-Range Goal***

5.3 Compile a list of all internal processes (e.g. field trip procedures, check requests, attendance, expense accounts, etc.) and place in a single manual for teachers/staff

Estimated Completion Date: Summer, 2012

5.4 Codify all procedures and protocols for the school and make the accessible to faculty and staff

Estimated Completion Date: Summer, 2012

5.4.1 Compile a list of all reports required for IB, state and federal authorities and put into place procedures to ensure full compliance